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Operational activities of the United Nations for international development cooperation: follow-up to policy recommendations of the General Assembly and the Council

Management process for the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system

Report of the Secretary-General

Summary

The present report focuses on the implementation of resolution 62/208, adopted by the General Assembly as a result of the 2007 triennial comprehensive policy review of operational activities for development of the United Nations system. As requested by the General Assembly in its resolution 62/208, it presents a management process, containing clear guidelines, targets, benchmarks and time frames for the full implementation of the resolution. The management plan has been prepared in close consultation with organizations of the United Nations system.

Recommendations

- **The Economic and Social Council is invited to review the management process for the implementation of resolution 62/208 and to give guidance to the United Nations system on planned actions.**
- **The Council may wish to recall that the General Assembly requested the Secretary-General to prepare a report identifying human resources challenges within the United Nations development system at the country-level, and formulating recommendations for improvement; and to request that this report be presented to the Economic and Social Council at its substantive session of 2009.**

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- **The Council may wish to reiterate the call of the General Assembly for the governing bodies of the funds, programmes and specialized agencies of the United Nations development system to take appropriate actions for the full implementation of resolution 62/208. It may reiterate the request of the Assembly to the executive heads of those organizations to report annually to their governing bodies on measures taken and envisaged for the implementation of the resolution for the triennial comprehensive policy review.**

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I. Introduction

1. The triennial comprehensive policy review of operational activities for development of the United Nations system was undertaken by the General Assembly at its sixty-second session, and led to the adoption of resolution 62/208 on 19 December 2007.

2. To ensure follow-up to the resolution, the Assembly requested the Secretary-General, after consultation with the funds, programmes and specialized agencies of the United Nations system, to submit "a report to the Economic and Social Council, at its substantive session of 2008, on an appropriate management process, containing clear guidelines, targets, benchmarks and time frames for the full implementation of the present resolution, that defines results to be achieved through the implementation of the present resolution in a format that will allow for adequate monitoring and evaluation of these results, and interdepartmental and inter-agency measures that need to be set in motion, for the implementation of the present resolution".[1] The present report responds to that request.

3. It also integrates the elements of a programme of work for the full implementation of actions addressing transactions costs and efficiency in the resolution, including the simplification and harmonization of business practices, which the Assembly requested to be submitted to the Economic and Social Council at its substantive session in 2008.[2] The report furthermore addresses the mandate contained in Economic and Social Council resolution 1998/27, inviting the Secretary-General to arrange for the submission of a consolidated list of issues that are central to improved coordination of operational activities. This year, the triennial comprehensive policy review management report serves as the consolidated list of issues, as it highlights the response of the funds and programmes to the coordination issues that were comprehensively identified by Member States in the triennial comprehensive policy review, as reflected in the programme of work contained in the management report.

4. This report is the principal basis for the detailed progress reports to be submitted by the Secretary-General to the Economic and Social Council in 2009 and 2010 on the implementation of resolution 62/208.

5. It is also expected to support the reporting to governing bodies of United Nations system organizations on the follow-up to the triennial comprehensive policy review. The General Assembly in effect affirmed that the governing bodies of the funds, programmes and specialized agencies of the United Nations development system should take appropriate actions for the full implementation of resolution 62/208.[3] It reiterated its request to the executive heads of those organizations to submit a yearly progress report to their governing bodies on measures taken and envisaged for the implementation of the resolution for the triennial comprehensive policy review.[3]

6. The report gives due attention to the call of the Assembly to accelerate the full implementation of resolution 59/250 of the 2004 triennial comprehensive review,

[1] See General Assembly resolution 62/208, para. 141.
[2] Ibid., para. 122.
[3] Ibid., para. 140.

and of earlier General Assembly resolutions on the triennial comprehensive policy review,[4] which should be considered as an integral part of resolution 62/208.

7. The present report is the outcome of wide participation by and extensive consultations with the organizations of the United Nations development system and the inter-agency mechanisms, in particular the United Nations System Chief Executives Board for Coordination (CEB) and its pillars — the United Nations Development Group (UNDG), the High-level Committee on Management (HLCM) and the High-level Committee on Policy (HLCP). These consultations are essential to securing broad commitments to actions and results, and support for collective approaches to implementation.

8. Section II provides an overview of the management process, highlighting some key management actions to be taken. Section III and the annex provide the detailed measures for the implementation of the various provisions of resolution 62/208. The annex is in the form of a matrix, which includes the resolution's guidelines, actions, targets, benchmarks, time frames and the entities responsible for the actions.

9. In developing section III and the annex, innovations were introduced in the reporting on the management process for the implementation of the triennial comprehensive policy review. The matrix has been enhanced in order to strengthen the results-orientation of the management process through stronger linkages among the policy directions, management actions and results (targets) that are more measurable.

10. The report should be seen in conjunction with the report on the functioning of the resident coordinator system,[5] annual reports of the executive boards and heads of the United Nations funds and programmes and other reports submitted to the Council at its operational activities segment.

11. The management process should assist the Economic and Social Council in effectively fulfilling its role in providing coordination and guidance to the United Nations system to ensure that the policy orientations relevant to the operational activities for development are implemented on a system-wide basis, in accordance with the guidance of the General Assembly.[6]

II. Overview of the management process

12. The 2007 triennial comprehensive policy review took place at a key juncture. It provided the opportunity to reflect on how to guide and bolster the United Nations system development cooperation at a time when the global partnership for development set out in the United Nations Millennium Declaration,[7] the Monterrey Consensus of the International Conference on Financing for Development[8] and the Plan of Implementation of the World Summit on Sustainable Development ("Johannesburg Plan of Implementation")[9] is being further strengthened. It enabled

[4] General Assembly resolutions 44/211, 47/199, 50/120, 53/192, 56/201 and relevant sections of 52/12 B.

[5] Prepared in accordance with para. 93 of General Assembly resolution 62/208.

[6] General Assembly resolutions 48/162, 50/227, 57/270 B, 61/16 and 62/208.

[7] See General Assembly resolution 55/2.

[8] *Report of the International Conference on Financing for Development, Monterrey, Mexico.*

[9] *Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August-4 September 2002* (United Nations publication, Sales No. E.03.II.A.1 and corrigendum), chap. I, resolution 2, annex.

the launch of new measures to improve the effectiveness and efficiency of the United Nations system operational work ahead of major upcoming events that will call for a renewed effort by the system, such as the twelfth session of the United Nations Conference on Trade and Development (UNCTAD XII), the high-level General Assembly event, to be held on 25 September 2008, to review the Millennium Development Goals, and the Doha Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus.

13. In this regard, the triennial comprehensive policy review of operational activities for development confirmed the role, the unique characteristics and the contribution of United Nations development cooperation to national development efforts. The resolution emerging from the review establishes fundamental directions to guide the response of operational activities for development to emerging developments and challenges. It calls for specific measures to ensure that the United Nations system functions effectively and efficiently in supporting national efforts to achieve the internationally agreed development goals, including the Millennium Development Goals, and delivers effective results.

14. The 2007 triennial comprehensive policy review affirmed the overarching importance of national ownership and leadership over United Nations system operational activities as a key principle. The measures being taken by the United Nations system as a whole to implement the triennial comprehensive policy review reflect this approach. They focus on the supportive role of the United Nations system vis-à-vis national development efforts and priorities, drawing on the recognized technical competences of the various organizations concerned. They purposefully move away from earlier approaches whereby the system was seen as executing projects and "delivering" self-standing assistance in programme countries.

15. The management process reported in section III and the annex revolves around the following key concepts running through resolution 62/208:

(a) Operational activities for development are carried out for the benefit of and at the request of programme countries and in accordance with their own policies and priorities for development;

(b) The internationally agreed development goals, including the Millennium Development Goals, offer a framework for planning, reviewing and assessing the operational activities of the United Nations system for development;

(c) The United Nations system should focus on long-term development goals and on enhancing national capacity to pursue poverty eradication, sustained economic growth and sustainable development;

(d) Reform aims to make the United Nations system more efficient, effective and coherent in its support to developing countries. The United Nations system should deliver its support in a coherent manner, drawing from its diversity and the technical competencies of its member organizations.

16. The structure of the management process for the implementation of resolution 62/208 follows the structure of the resolution, which should facilitate the Council's annual review of the progress in its implementation. The process addresses five main areas:

(a) Overall approach to the role and functioning of the United Nations system's development cooperation in support of national development priorities and strategies of programme countries and the achievement of the internationally agreed development goals;

(b) Funding of operational activities of the United Nations development system and statistical reporting;

(c) Contribution of the United Nations operational activities to national capacity development and development effectiveness;

(d) Improved functioning of the United Nations development system;

(e) Follow-up.

17. The highlights of the management actions in each of these areas are discussed below.

A. Overall approach to the role and functioning of development cooperation of the United Nation system

18. Management actions in this section correspond to the policy directions contained in the introduction of the resolution. Most actions build on ongoing efforts to implement General Assembly resolution 59/250 and earlier resolutions on the triennial comprehensive policy review.

19. As underscored by resolution 62/208, the internationally agreed development goals, including the Millennium Development Goals, will continue to provide direction to development cooperation of the United Nations system within the framework of national ownership.[10] At the country level, this is being supported through the UNDG Action Plan on the Development Outcome of the 2005 World Summit, covering the period 2006-2008.[11] It identifies strategies and potential roles and actions by the United Nations development system at the country level in support of the implementation of the internationally agreed development goals. It will be reviewed in 2008 to identify ways to improve the United Nations country level support to the development goals.

20. Key principles such as national ownership and leadership and integration of operational activities with national planning and programming[12] are reflected in the guidelines for the United Nations Development Assistance Framework (UNDAF). UNDG and the United Nations country teams will ensure that new Frameworks abide by these principles.

21. Besides action at the country level, resolution 62/208 places considerable emphasis on the role of inter-agency mechanisms such as CEB and UNDG in the follow-up to the triennial comprehensive policy review.[13] The response of CEB to the triennial comprehensive policy review will be organized through its subsidiary bodies. The oversight by CEB to ensure system-wide coherence, effectiveness and efficiency is expected to be strengthened by the recent integration of UNDG into the

[10] See General Assembly resolution 62/208, para. 14.

[11] See www.undg.org/?P=218.

[12] See General Assembly resolution 62/208, para. 10.

[13] Ibid., para. 12.

framework of CEB as a third pillar, together with HLCP and HLCM. This integration is also expected to strengthen linkages between the normative and the operational work of the United Nations development system. The triennial comprehensive policy review and the Economic and Social Council operational and coordination segments provide the framework for intergovernmental review of the work of CEB.[14]

B. Funding for operational activities

22. Funding continues to be a priority area of the triennial comprehensive policy review. The United Nations system will respond to guidance in this area both at the level of individual United Nations organizations, and through collective and collaborative efforts. Some of these efforts are innovative, while others are a continuation of previous initiatives. In general, these efforts address four main areas: (a) maintaining an upward trend and an expanding base of financial support for operational activities for development; (b) achieving a better balance between core or regular funding and non-core or extrabudgetary funding; (c) ensuring the integrity of core funding; and (d) enhanced accountability and management of voluntary non-earmarked funding.

23. Several initiatives are being undertaken by individual United Nations system organizations to improve the adequacy and predictability of funding. The triennial comprehensive policy review requests that the Secretary-General undertake measures aimed at improving the situation in this area.[15] The key actions for ensuring a growing trend in funding, especially for core resources, rest principally with Member States that contribute resources to the United Nations system. Thus the role and actions of the Secretary-General will be mainly ones of advocacy and dialogue with donors. In this regard, the 2008 Doha conference on the follow-up to the Monterrey Consensus may be an important venue to launch an initiative led by the Secretary-General.

24. While striving to mobilize core funds and use complementary funding modalities, the United Nations system is working towards harmonized approaches with regard to the cost recovery of support to programme implementation. The purpose is to avoid using core resources to cover the management of extrabudgetary funds.[16]

25. As requested by the Assembly in its resolution 62/208, initiatives undertaken by the United Nations system aim at strengthening results-based planning, budgeting, monitoring and reporting at the country level. A common results-based planning, monitoring and reporting system for use at the country level will be introduced on a pilot basis in 2008.[17]

26. One of the innovations of the 2007 triennial comprehensive policy review was the importance accorded to the quality of information and reporting on the funding

[14] In particular, the CEB annual overview report, the mechanism through which CEB reports to the Economic and Social Council, is submitted to the Economic and Social Council coordination segment after having been reviewed in the Committee for Programme and Coordination.

[15] See General Assembly resolution 62/208, para. 29.

[16] Ibid., paras. 22 and 23.

[17] Ibid., para. 33.

of the United Nations development system. This is reflected in the requests to the Secretary-General to start a number of actions to improve financial data of the United Nations system.[18] The United Nations Secretariat will initiate work in close cooperation with all United Nations system entities, especially HLCM, to improve the coverage and quality of financial data, and to encourage a gradual expansion of the harmonization in data collection and reporting across the United Nations system.

C. Contribution to national capacity development and development effectiveness

27. The theme of contribution to national capacity development and development effectiveness is highlighted in resolution 62/208. It encompasses four dimensions of the United Nations system's development efforts: (a) capacity-building and development; (b) South-South cooperation; (c) gender equality and empowerment; and (d) transition from relief to development.

Capacity-building and development

28. The initiatives in this area (see annex, sect. III.A) are guided by the principle that capacity development is a core function of the United Nations system. Many of these actions build on efforts initiated in response to resolution 59/250. The UNDG 2006 position statement on capacity development[19] is being carried forward with the preparation of the UNDG capacity assessment methodology user guide, which is expected to be finalized by early 2009. The guide aims to support United Nations country teams in their UNDAF preparation. Both documents serve as the basis for a "coherent and coordinated approach by the United Nations system in its support to the capacity-building efforts of programme countries".[20] UNDG has adopted the approach of making use of the common country assessment and UNDAF processes as capacity-building tools themselves.

29. In addition, the United Nations system is putting together specific initiatives that respond to the call of resolution 62/208 to ensure sustainability in national capacity-building. These specific actions or practices (see annex, sect. III.A) plan the increased use of national capacities and national systems (including in procurement). They also include avoiding the use of parallel project implementing units that were often introduced in the past.

30. The United Nations system is responding to the repeated calls of the General Assembly to support the promotion and transfer of new and emerging technologies.[21] It is reviewing (through CEB) how it can best respond to capacity-building challenges in this domain. United Nations country teams are meanwhile being encouraged to include technological capacity as an area for capacity assessment and development with the agreement of national partners.

[18] Ibid., para. 28.

[19] *Enhancing the United Nations Contribution to National Capacity Development* (United Nations Development Group, October 2006).

[20] See General Assembly resolution 62/208, para. 36.

[21] Ibid., paras. 45 and 46.

South-South cooperation

31. The United Nations system is engaged in efforts to further support South-South cooperation. UNDG will encourage United Nations country teams to promote South-South and triangular cooperation as modalities for capacity-building in implementing UNDAF. An enhanced role is envisioned for the Special Unit for South-South Cooperation, notably to facilitate exchange of information and best practices.

Gender equality and women's empowerment

32. In response to the requests of the General Assembly regarding gender equality and the empowerment of women, the United Nations system is promoting actions that focus on increasing the substantive support provided by the United Nations system at the country level on gender mainstreaming; strengthening accountability in this area; and creating an enabling environment within the system that promotes increased participation of women in senior management. The CEB policy and strategy for gender mainstreaming and UNDG guidance to United Nations country teams in this area continue to provide frameworks for the system's efforts at both Headquarters and country levels. The Interagency Network on Women and Gender Equality (IANWGE) will complete by 2009 an action plan to implement the CEB strategy. UNDG and the Network are planning to review current guidelines on gender mainstreaming in 2009. United Nations country teams are also expected to draw more support from an update of tools on gender issues. Accountability will be pursued through proposals on a system-wide gender-monitoring and evaluation system to be submitted to CEB in 2009, and reporting by United Nations country teams in the resident coordinator annual reports. A United Nations country team gender equality scorecard containing performance indicators on gender equality and women's empowerment will be rolled out for use by United Nations country teams. Meanwhile, the United Nations system is expected to intensify its recruitment of qualified women candidates to key senior posts.

Transition from relief to development

33. Actions being promoted by the United Nations system in the area of transition from relief to development revolve around three main aspects: the development of effective tools for national capacity-building; improving coordination and inter-agency support mechanisms to the field; and enhancing the timeliness and predictability of resources. Several actions build on initiatives already under way, existing instruments and structures. The post-conflict needs assessment will continue to serve as a tool for the United Nations to work in partnership with the World Bank in designing country-tailored support.[22] A post-disaster needs assessment instrument is to be developed. Increased support will be provided to United Nations country teams in situations of transition from relief to development and early recovery, as well as in the area of disaster risk reduction. UNDAF guidelines will be updated to incorporate disaster risk reduction.[23] The UNDG Office and the Peacebuilding Support Office will intensify cooperation. An effort will be made to improve the timeliness and responsiveness of existing tools for resource mobilization, such as multi-donor trust funds and transitional appeals.

[22] Ibid., para. 70.

[23] Ibid., para. 85.

Increased coordination will be pursued within the United Nations system and with the World Bank.

D. Improved functioning of the United Nations development system

34. Improved functioning of the United Nations development system is the third pillar in resolution 62/208 and the one closer to the theme of reform of the United Nations. The response of the system includes actions aimed at achieving greater strategic consistency and impact; increased efficiency; and reduction in transactions costs. This part of the implementation plan of the triennial comprehensive policy review is strongly guided by three principles: national ownership; strengthening national capacities as a goal for the United Nations; and ownership of the resident coordinator system by the United Nations development system as a whole.

Coherence, effectiveness and relevance

35. The initiatives to address system-wide coherence and effectiveness cover a wide range of aspects. They include: common programming processes; the role, functioning and management of the resident coordinator system; system-wide support to and participation in the resident coordinator system; the selection of senior officials for operational activities; and the alignment of strategic planning and programming processes and frameworks. Many actions build on ongoing efforts, while others constitute new initiatives.

36. Efforts will continue to align all planning and programming documents of the United Nations development system, including UNDAF and the common country assessment, with national planning and programming cycles and processes. The system will also work to enhance UNDAF as the main instrument for bringing together the contributions of the United Nations development system organizations.[24] Enhanced cooperation and closer alignment of these mechanisms with the frameworks and programming process of the Bretton Woods institutions will be explored at CEB.

37. Another area of focus relates to improving the functioning of the resident coordinator system and further establishing the central role of the resident coordinator. The request of the last triennial comprehensive policy review for appropriate support resources and development of accountability systems is reiterated in resolution 62/208. It is planned to carry forward the efforts of the past years, including strengthening quality support for country programming processes.

38. The United Nations system will focus attention on further enhancing the performance appraisal system for the resident coordinators and the United Nations country teams, improving training for resident coordinators in areas of competency of specialized agencies and enhancing the pool of candidates for the post of resident coordinator. The selection process for resident coordinators/humanitarian coordinators will also be addressed. CEB/HLCM will meanwhile work to harmonize the recruitment for senior high-level posts within the United Nations system. An important theme of discussion is currently that of managing working relationships, including conflict resolution, within the United Nations country team, building on the principle of a collegial, participatory, and accountable resident coordinator

[24] Ibid., para. 87.

system. As one new element, resolution 62/208 establishes a relation of accountability, of the resident coordinator with the national authorities on the results achieved with UNDAF.[25] UNDG will develop a tool to support this reporting.

39. In this context, a key measure launched after the 2004 triennial comprehensive policy review was an increased number of UNDP country directors appointed in complex country situations to enable UNDP resident representatives who are also resident coordinators to more fully devote their time to resident coordinator functions, with the country director or deputy resident representative being responsible for managing the day-to-day functions of UNDP management.

40. The Assembly, in its resolution 62/208, also reaffirmed the concept of inclusiveness in the functioning of the resident coordinator system. This explains the major ongoing effort of the United Nations system regarding the expansion and sustained participation of non-resident and specialized agencies in country programming activities, which will ensure access to the full potential and technical expertise of the United Nations system by programme countries. UNDG will review the implementation of the action plan on non-resident agencies in this regard. The development of a system-wide knowledge management system will also be pursued under CEB. It will improve the response of the United Nations system to this call for inclusiveness.

41. As indicated in resolution 62/208, one important benefit that coordination should generate is possible savings through reduced transactions costs. Linked to these efforts is the launch of an annual report to the Economic and Social Council on the functioning of the resident coordinator system, which will over time include an analysis of benefits and costs.[26]

Transactions cost and efficiency

42. The theme of transaction costs is tackled in several parts of resolution 62/208, relating to the efficient functioning of the United Nations system. The United Nations system is determined to make further progress in the harmonization and reform of business practices to enable efficiency gains and reduction of administrative and procedural burdens and costs both on the United Nations system and its partners at the country level. The initiatives being undertaken by HLCM and UNDG to accelerate progress in this area are detailed in the annex. These actions will complement those aimed at the development of national capacities through the more intensive use of national capacities.[27] Actions may be clustered around the following main directions: (a) reporting by United Nations system governing bodies to the Economic and Social Council on harmonization and simplification; (b) strengthening of national capacities; (c) the development of harmonized approaches; (d) reduction of overhead and transactions costs; (e) the accrual of savings from efficiencies for programme use; (f) maintaining the integrity of core resources; and (g) the submission of a detailed programme of work to the Economic and Social Council in 2008. Cost-recovery measures,[28] joint country-level efforts,[29]

[25] Ibid., para. 96.
[26] Ibid., para. 93.
[27] Ibid., para. 119.
[28] Ibid., paras. 116 and 117.
[29] Ibid., para. 118.

the increased use of national public and private systems for support services,[30] the rationalization of country presence,[31] and harmonized approaches on a range of operational functions[32] will all contribute to tackling transaction costs. A fuller programme on system-wide simplification and harmonization is expected to be developed by 2010.

Regional dimensions

43. Initiatives in this area aim at fostering greater collaboration among regional institutions, including both United Nations system and non-United Nations system entities, towards more coherent support to country-level development. Regional coordination mechanisms will be further strengthened to this end. Regional commissions and United Nations country teams are expected to increase cooperation in common country assessment and UNDAF processes, as well as in other analytical products. Joint initiatives are envisioned with non-United Nations entities. At the system-wide level, CEB is planning to take up the regional dimensions of coordination as part of its programme of work.

Country-level capacity of the United Nations system

44. Initiatives are under way to ensure that the United Nations system develops the necessary skills and expertise to meet the demands of programme countries. United Nations country teams will assess the capacities available to them to better respond to countries' needs. A high-level inter-agency process will review this assessment to develop a long-term human resources strategy to equip the United Nations system with the necessary skills. Progress will be reported as part of a report by the Secretary-General on human resources challenges at the country level, which is proposed to be submitted to the Economic and Social Council in 2009. CEB/HLCM will intensify efforts to pursue harmonization in such areas as inter-agency mobility.

Evaluation of operational activities for development

45. The 2007 triennial comprehensive policy review recognized that evaluation has a vital role to play to link United Nations system operational activities for development to the goal of national capacity development. It identified the individual UNDAF processes as unique opportunities to strengthen national evaluation capacities. The latest UNDAF guidelines will be updated further, notably to encourage end-of-cycle UNDAF evaluations to be conducted in close cooperation with the Government.

46. CEB/HLCM will work to define a system-wide approach to strengthening evaluation throughout the system. United Nations system organizations and their governing bodies are expected to adopt policies on evaluation consistent with the United Nations Evaluation Group (UNEG) norms and standards. Meanwhile, the United Nations system will strive to work towards the definition of a common conceptual understanding of the measurement of the United Nations development system's "development impact" at the country level. This would enable the United Nations system to better assess the effectiveness of operational activities for

[30] Ibid., para. 119.
[31] Ibid., para. 120.
[32] Ibid., para. 121.

development, which is one of the main components of the comprehensive policy review.[33]

47. A specific effort is under way to promote exchange of experiences and lessons learned among the programme country pilots. It may be noted that UNEG is currently completing an evaluability study of the programme pilot countries as requested by CEB. Further guidance will be sought from Member States regarding the request to conduct an independent evaluation of lessons learned from the programme pilot country efforts.[34]

E. Follow-up

48. The Council is responsible for the follow-up to resolution 62/208, as was the case in previous triennial comprehensive policy reviews. The Secretary-General will present the Council with progress reports on the implementation of this resolution in 2009 and 2010, based on the implementation plan detailed in the annex.

49. Resolution 62/208 calls for a number of reports to be prepared in addition to the present report. In 2008, the Secretary-General will submit three reports to the substantive session of the Economic and Social Council.[35] Two other reports will be submitted to the General Assembly at its sixty-third session.[36] There are also complementary reports to be submitted by governing bodies of funds, programmes and organizations of the United Nations system and relevant inter-agency bodies, such as on harmonization and simplification.[37] The United Nations Secretariat, through the Department of Economic and Social Affairs, works to ensure that all entities of the system are duly consulted on and involved in the report preparation processes. It is also making concrete efforts to ensure appropriate communication and consultations with those organizations and entities of the United Nations system responsible for certain reporting requirements.

50. As mentioned above, the General Assembly reaffirmed, in paragraph 140 of its resolution 62/208, that the governing bodies of the funds, programmes and specialized agencies of the United Nations development system should take appropriate actions for the full implementation of resolution 62/208.

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[33] Ibid., para. 131.

[34] Ibid., para. 139.

[35] In addition to the present report, the Council is presented with the report on the functioning of the resident coordinator system and the report on the comprehensive statistical analysis of the financing of operational activities for development of the United Nations system for 2006 (A/63/71-E/2008/46).

[36] In addition to the report on the comprehensive statistical analysis of the financing of operational activities for development of the United Nations system for 2006 (A/63/71-E/2008/46), the General Assembly will receive: (a) a report of the Secretary-General on trends in contributions to operational activities for development of the United Nations system and measures to promote an adequate, predictable and expanding base of the United Nations development assistance; and (b) a report of the Secretary-General on the implications of aligning the strategic planning cycles of the United Nations funds and programmes with the comprehensive policy review of operational activities for development (see General Assembly resolution 62/208).

[37] This information will be presented in the form of a conference room paper.

III. Management process for the implementation of resolution 62/208: actions, targets and benchmarks

51. The management process for the implementation of resolution 62/208 is presented in the form of a matrix (see annex). The format of the matrix aims to strengthen the results-orientation of the management process through stronger linkages between and better delineation of the policy directions, management actions and planned results. The matrix has been organized to reflect the following categories of information:

- Focus area, which corresponds to a main section of the resolution
- Key result area, a specific (sub)-theme under a section
- Guiding principles, which essentially reflect general principles of the General Assembly that will guide actions
- Directions, which are policy orientations with instructions or objectives to achieve; they essentially correspond to formal instructions from the General Assembly
- Actions undertaken by the United Nations system, which are specific actions to implement the direction to be taken by the main United Nations system entities, intergovernmental mechanisms and/or United Nations organizations; in certain instances, corresponding to "executive actions", they are taken directly from the resolution
- Targets, benchmarks and time frames, which indicate specific results to be achieved, expressed, whenever possible, in measurable terms, with target time frames for achievement; the targets are intended to be achieved within 2008 and 2010
- The organizations and/or bodies responsible for actions are correspondingly identified.

52. The comprehensive policy review is the principal vehicle through which the General Assembly establishes the main intergovernmentally agreed parameters of the operational activities for development of the United Nations system. The management process for the implementation of resolution 62/208 should serve as a detailed road map for the funds and programmes, the specialized agencies, relevant interdepartmental and inter-agency bodies, and other parts of the United Nations development system in developing their strategic plans to implement the triennial comprehensive policy review guidance within the context of their development cooperation mandates. It should also enable these entities to undertake systematic tracking of the progress in the implementation of resolution 62/208.

Annex

Management process for the implementation of resolution 62/208

Focus area

Section I: Overall approach to the role and functioning of the United Nations system's development cooperation in support of national development priorities and strategies of programme countries and the achievement of the internationally agreed development goals

Guiding principles

- The fundamental characteristics of operational activities should be their voluntary and grant nature, neutrality and multilateralism, and their ability to respond to the development needs of programme countries (see para. 3 of resolution 62/208)
- Operational activities are carried out for the benefit of, and at the request of, programme countries and in accordance with their own policies and priorities for development (see para. 3); there is no "one size fits all" approach (see para. 4); national development plans, policies and priorities constitute the only viable frame of reference for programming at the country level (see para. 10)
- The internationally agreed goals, including the Millennium Development Goals, offer a framework for planning and assessing the activities of the United Nations for development (see preambular para. 11 and para. 14); the private sector and civil society as contributors to the internationally agreed development goals (see preambular para. 13)
- Development, peace and security, and human rights are interlinked and mutually reinforcing; development is a central goal in itself (see preambular para. 12)
- Operational activities for development of the United Nations system should be valued and assessed on the basis of their impact on the capacity of programme countries to pursue poverty eradication, sustained economic growth and sustainable development (see para. 7)
- Primary responsibility of national Governments for coordinating all types of external assistance on the basis of national strategies and priorities (see para. 6)
- Reform aims to make the United Nations development system more efficient and effective in its support to developing countries and should enhance organizational efficiency and achieve concrete development results (see para. 9)
- Strengthening the role and capacity of the United Nations system to assist countries in achieving their development goals requires continuing improvement in its effectiveness, efficiency, coherence and impact, along with a significant increase in resources and an expansion of its resource base on a continuous, more predictable and assured basis (see para. 11)
- Importance of consistent, reliable and comprehensive statistical data and analysis about the United Nations operational activities (see para. 16)
- The Triennial Comprehensive Policy Review establishes the main intergovernmentally agreed parameters of United Nations system operational activities for development (see para. 97)

Policy direction	*Actions*	*Targets/benchmarks/time frame*	*Lead/action by*
Direction I-1 The United Nations system to accelerate the full implementation of resolution 59/250, taking into account the provisions of resolution 62/208 (see para. 2)	**Action I-1** The United Nations system and CEB[a] (HLCP, HLCM, UNDG) to accelerate implementation of the 2004 Triennial Comprehensive Policy Review within the 2008-2010 management process	**Targets I-1** • Ongoing actions in line with resolution 59/250 are completed within 2008-2010 to achieve planned targets and benchmarks	United Nations system: CEB (UNDG, HLCM, HLCP) Department of Economic and Social Affairs
Direction I-2 Create an enabling environment in which the links and cooperation between national Governments, the United Nations development system, civil society, national non-governmental organizations and the private sector are strengthened (see para. 8)	**Action I-2** UNDG to assess the need for further actions by UNDG and/or United Nations country teams (UNCTs) to enhance engagement with civil society, NGOs, and the private sector also taking into account the special relationship of certain United Nations system agencies to civil society (e.g. International Labour Organization tripartite structure of government-employers-workers organizations)	**Targets I-2** • UNCTs have country-specific strategies or mechanisms for civil society, NGO and private sector engagement in programming processes in close cooperation and consultation with the host Governments	UNDG, UNCTs
Direction I-3 The Secretary-General to make efforts to enhance the coherence, effectiveness and efficiency of the United Nations system (see para. 12)	**Action I-3** CEB and its mechanisms, especially UNDG, to keep country level coherence, efficiency and effectiveness of development cooperation under continuous review	**Targets I-3** • Streamlined division of labour among CEB coordination mechanisms, especially with regard to coherence in country level processes	CEB (UNDG, HLCM, HLCP)

[a] CEB response to the Triennial Comprehensive Policy Review will be organized through its subsidiary machinery.

Direction I-4 The United Nations system to pursue full integration of operational activities for development at the country level with national planning and programming (see para. 10)	**Action I-4** Ensure that all new UNDAFs show the direct linkage to national plans and priorities, and are developed with clear government leadership and in line with national planning and programming cycles, with the involvement of all relevant stakeholders at national level, as directed in UNDAF guidelines	**Targets I-4** • All new UNDAFs aligned with national development plan, including poverty reduction strategy papers	UNDG, UNCTs
Direction I-5 Coordination at country level to recognize respective organizations mandates and roles and enhance the effective utilization of their resources and expertise (see para. 13)	**Action I-5** (a) Ensure that UNDAF guidelines guarantee that UNDAF planning processes are inclusive and open to all United Nations entities (b) Building on recommendation of the UNDG Working Group on Non-Resident Agencies (NRA), pursue further efforts to maximize opportunities for country-level participation of NRAs and specialized agencies See also III-A.4	**Target I-5** • Increased utilization of resources and expertise of non-resident and specialized agencies in UNDAF and other programming processes	UNDG UNDG, UNCTs
Direction I-6 The internationally agreed development goals, including the Millennium Development Goals, provides direction to the operational activities for development of the United Nations system (see para. 14)	**Action I-6** (a) Conduct review of progress in the implementation of UNDG Action Plan on Millennium Declaration/ Millennium Development Goals 2006-2008	**Target I-6** • All new UNDAFs and operational activities respond to national development goals/priorities in line with the internationally agreed development goals, including the Millennium Development Goals, as reflected in UNDAF and country programme outcomes/results	UNDG, UNCTs

	(b) HLCP to continue efforts to achieve system-wide coherence in meeting the internationally agreed development goals	• System-wide approaches and recommendations for enhanced coherence in specific programme areas developed	HLCP
Focus area **Section II: Funding for operational activities of the United Nations development system**			
Key result area **Section II: Funding for operational activities of the United Nations development system**			
Guiding principles • Core resources are the bedrock of the operational activities (see para. 18) and are vital for their coherence and harmonization (see para. 20). Non-core resources are an important supplement — not a substitute for — to regular resources. Restrictively earmarked non-core resources reduces the influence of governing bodies (see para. 21) • Mobilization and management of extrabudgetary resources should not adversely impact the programme work of the United Nations system (see para. 24) • Increasing financial contributions to the United Nations system is key to achieving the internationally agreed development goals, including the Millennium Development Goals (see para. 32) • Links between increased effectiveness, efficiency and coherence of the United Nations system, assisting developing countries to eradicate poverty and achieve sustained economic growth and sustainable development and the overall resourcing of the United Nations system (see para. 32)			
Policy direction	*Actions*	*Targets/benchmarks/time frame*	*Lead/action by*
Direction II-1 Organizations to address the imbalance between core and non-core resources	**Action II-1** Strengthen efforts to raise core resources where possible	**Target II-1** • Trends in core/regular and non-core resources are included for information in the annual meetings of governing bodies of United Nations development agencies	United Nations system organizations

Direction II-2 Avoid using core/regular resources to cover costs related to the management of extrabudgetary funds and their programme activities (see para. 23)	**Action II-2** Develop proposal on harmonized cost-recovery approaches for approval by relevant United Nations governing bodies	**Target II-2** • Finalize inter-agency agreement on definitions, approaches and levels of cost-recovery	UNDG-HLCM
Direction II-3 Continue to assist low-income countries, in particular the least developed countries (see para. 26) and support middle-income countries facing significant challenges in the area of poverty eradication (see para. 27)	**Action II-3** (a) United Nations system to implement United Nations Action Plan for the Implementation of the Brussels Programme of Action during the remainder of the decade	**Target II-3** • Progress made in key actions in the Plan	United Nations system organizations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States UNCTs
	(b) UNDG to review the role of United Nations development system in middle-income countries	• Review completed by UNDG by end 2009	UNDG
Direction II-4 The Secretary-General to broaden and improve data, definitions and classification for the financial reporting of operational activities for development and to build a comprehensive, sustainable and consistent financial data and reporting system for all the relevant organizations and entities (see para. 28)	**Action II-4** The Department of Economic and Social Affairs will: (a) Work with the United Nations entities and CEB (HLCM, UNDG) to improve the coverage and quality of financial data on operational activities of the United Nations system	**Target II-4** • By the next Triennial Comprehensive Policy Review, the Department of Economic and Social Affairs will have developed workplans with an increasing number of United Nations system's entities towards improving the collection and presentation of their financial data	Department of Economic and Social Affairs HLCM, UNDG United Nations system organizations

	(b) Initiate work to improve definitions and classifications of system-wide financial data (c) Coordinate with HLCM's work on harmonization of data warehouses See Action IV-C-6 (b)	• Report to the Economic and Social Council in 2008 to include a concise assessment of progress made and a description of planned activities	
Direction II-5 The Secretary-General to undertake, in full consultation with Member States, measures to improve the quantity and quality of contributions to United Nations system operational activities for development (see para. 29)	**Action II-5** The Secretary-General to submit a report to the General Assembly at its sixty-third session on relevant actions taken (see para. 30)	**Target II-5** • The Secretary-General's initiative launched before end-2008	Executive Office of the Secretary-General Department of Economic and Social Affairs United Nations system organizations
Direction II-6 Improve strategic planning, results-based management, accountability and transparency of the United Nations development system (see para. 33)	**Action II-6** Introduce common system for planning, monitoring and reporting results for UNCT, with due regard for national systems	**Target II-6** • A common results-based planning, monitoring and reporting system for use at country-level will be piloted in 2008, based on which a roadmap for rollout will be developed	UNDG HLCM UNCTs

Focus area **Section III: Contribution of the United Nations operational activities to national capacity development and development effectiveness**			
Key result area **III.A Capacity-building and development**			
Key guidelines/principles: • Capacity development and ownership of national development strategies are essential for the achievement of the internationally agreed development goals, including the Millennium Development Goals (see para. 35) • Capacity development is a core function of the United Nations system (see para. 36)			
Policy direction	*Management actions*	*Targets/benchmarks/time frame*	*Lead/action by*
Direction III.A-1 United Nations organizations to support the efforts of developing countries to maintain effective national institutions and implement national strategies for capacity-building (see para. 35) The Secretary-General to ensure a coherent and coordinated approach to support to capacity development efforts of programme countries (see para. 36)	**Action III.A-1** Disseminate UNDG Capacity Assessment Methodology to promote a coherent approach in supporting capacity development efforts of programme countries, including through the common country assessment and UNDAF processes. It will be shared and discussed with national partners, including from line ministries, when supporting their capacity assessment exercise	**Targets III.A-1** • All UNDAFs articulate capacity development of national institutions as key results in supporting programme countries achieve the internationally agreed development goals • National Capacity Assessment Methodology rolled out to all UNCTs and shared with national partners starting with 2009 UNDAF roll-out countries	United Nations system organizations UNDG UNCTs UNDG, UNCTs
Direction III.A-2 The United Nations system to develop capacity of developing countries to coordinate and evaluate the impact of external development assistance (see para. 37)	**Action III.A-2** (a) At countries' request, UNCTs to continue and enhance capacity building for national development planning, programming, monitoring and evaluation institutions as part of UNDAF results framework	**Targets III.A-2** • Programme countries assisted with improvements in their development planning, programming, monitoring and evaluation during 2008-2010 • UNCTs are supported in enhancing their support to national capacity development	United Nations development system, UNCTs

To support the development of frameworks to enable countries, design, monitor and evaluate results in capacity development (see para. 38) To create and report on results framework to measure capacity-building initiatives and activities of the United Nations (see para. 42)	(b) Efforts enhanced to effectively mainstream capacity development principles in UNDAF See Action IV.E-2 (b) regarding evaluation framework and approaches	See target IV.E-2	
Direction III.A-3 The United Nations organizations to adopt measures that ensure sustainability in capacity-building activities (see para. 39) Use, to the fullest extent possible, national execution and national expertise/technologies as the norm to implement operational activities (see para. 39) To strengthen and progressively rely on national procurement systems (see para. 41)	**Action III.A-3** (a) Continue to support Harmonized Approach to Cash Transfer (HACT) by Funds and Programmes and those UNCT members choosing to do so, strengthening collaboration with specialized agencies in this regard (b) UNCTs build up rosters of national experts and network of national expertise for engagement in United Nations-assisted capacity-building activities (c) UNCTs to work with national Governments to improve capacity of their procurement systems so the United Nations can use them See Action IV.C-2	**Targets III.A-3** • UNCTs have a better understanding of the link between HACT and national capacity building and to increase the use of HACT • UNCTs to have made clear progress on these actions by the next triennial comprehensive policy review	UNDG UNCTs UNCTs

Direction III.A-4 Funds, programmes and specialized agencies to intensify collaboration at the country and regional levels in strengthening national capacities (see para. 43)	**Actions III.A-4** United Nations organizations to use joint programming opportunities in UNDAF to collaborate on capacity development, contributing their respective expertise and using system-wide frameworks/tools (e.g. CEB toolkit on mainstreaming employment and decent work)	**Targets III.A-4** • All new common country assessments and other analytical work will include national capacity assessment; UNDAFs will articulate the United Nations role in building capacity, including contributions by different organizations/agencies	UNDG, UNCTs United Nations system organizations
Direction III.A-5 Concrete, effective and timely action in implementing all agreed commitments on aid effectiveness (see para. 44)	**Actions III.A-5** (a) UNDG to review how United Nations system can better support implementation of measures to improve aid effectiveness (b) Guidance to be developed on indicators on aid effectiveness relevant to the United Nations system at the country level, including the UNDAF processes, taking into account the upcoming review of the Paris Declaration and new guidance from review of the Monterrey Consensus, as appropriate (c) Implementation of HLCM plan for the harmonization of business practices	**Target III.A-5** • UNDG-HLCM to provide specific targets for 2008-2010 • By 2009 UNDAFs will include indicators on implementation of aid effectiveness commitments of the United Nations system • Clear progress made in the implementation of harmonization measures as per the plan	UNDG HLCM

Direction III.A-6	Actions III.A-6	Targets III.A-6	
The United Nations system to strengthen its role in facilitating access of developing countries to new and emerging technologies (see paras. 45 and 46)	(a) HLCP to pursue its review of how the United Nations system can best respond to capacity development challenges in science and technology, including those in the 2005 World Summit and the World Summit on the Information Society (b) UNDG will encourage UNCTs to include technological capacity development in their work on capacity development, with the agreement of national partners	• HLCP review completed by mid-2009 • UNDG to develop guidance to UNCTs on technology capacity assessment by mid-2010 • Assessment of national technological capacity including in common country assessments and analytical work, and gaps addressed in UNDAFs, if requested by Government and as appropriate	United Nations system (CEB/HLCP) UNDG, UNCTs
Direction III.A-7	**Actions III.A-7**	**Targets III.A-7**	
United Nations system organizations to intensify inter-agency sharing of information concerning their capacity-building and capacity development activities (see para. 47)	(a) UNDG to establish a capacity development network to share system-wide information on capacity development activities (b) Dissemination of UNEG evaluation findings on capacity development	• UNDG capacity development network functional by 2009	UNDG United Nations system organizations UNEG

Key result area **III.B South-South cooperation and development of national capacities**			
Guiding principles • The United Nations system should mainstream support to South-South cooperation and triangular cooperation to help developing countries to develop capacities to maximize the benefits and impact of South-South and triangular cooperation in order to achieve their national goals, with special emphasis on the internationally agreed development goals/Millennium Development Goals (see para. 48)			
Policy direction	*Actions*	*Target/benchmarks/time frame*	*Lead/action by*
Direction III.B-1 Funds, programmes, specialized agencies and other entities of the United Nations system to mainstream support to South-South and triangular cooperation (see para. 48)	**Action III.B-1** UNDAF guidelines to encourage UNCTs to promote South-South and triangular cooperation; results to be included in United Nations organizations' reporting	**Target III.B-1** • Based on clear analysis, increased use of and support to South-South and triangular cooperation as modality for United Nations system support to capacity building efforts, where applicable	UNDG United Nations system organizations UNCTs
Direction III.B-2 Intensify information-sharing and reporting on support to South-South and triangular cooperation (see para. 51); pursue a better understanding of its approaches and potential to enhance development effectiveness, including national capacity development (see para. 52) The Special Unit for South-South Cooperation to facilitate diffusion of and access to information relating to experiences, best practices and potential partners in South-South cooperation (see para. 54) The United Nations system to provide the Special Unit with further support (see para. 53)	**Action III.B-2** The Special Unit, in collaboration with other United Nations development organizations, will broaden the coverage of the Web of Information for Development to capture United Nations system-wide South-South and triangular cooperation activities, including evaluative studies of successes in capacity development at country and regional levels	**Target III.B-2** • The Web of Information for development has broader system-wide coverage with United Nations organizations' contributions to South-South and triangular cooperation activities	UNDP (Special Unit for South-South Cooperation) United Nations system organizations regional commissions

Key result area **Section III.C: Gender equality and women's empowerment**			
Guiding principles • The organizations of the United Nations development system should mainstream a gender perspective and pursue gender equality and the empowerment of women in their country programmes, planning instruments and sector-wide programmes (see para. 56), as well as take a coherent and coordinated approach (see para. 65)			
Policy direction	*Actions*	*Target/benchmarks/time frame*	*Lead/action by*
Direction III.C-1 The United Nations development system to mainstream a gender perspective and to pursue gender equality and the empowerment of women in country programmes, planning instruments and sector-wide programmes and to articulate specific country-level goals and targets (see para. 56) The governing bodies to ensure that gender perspectives are integrated into all aspects of their monitoring functions (see para. 57)	**Action III.C-1** (a) Preparation of an action plan to operationalize the CEB strategy on gender mainstreaming within the United Nations system and continue actions to pursue gender equality and the empowerment of women, including through UNDG guidance to UNCTs on mainstreaming gender and programming for gender equality and women's empowerment at country level (b) Monitoring of United Nations system-wide gender mainstreaming policies and strategies will be promoted through IANWGE	**Target III.C-1** • Joint Inter-Agency Network on Women and Gender Equality (IANWGE) and UNDG Gender Task Force to review current guidelines on gender mainstreaming in country programmes and related support from headquarters in 2009 • Completion of the draft action plan in 2009 • IANWGE proposals on a system-wide gender mainstreaming monitoring and evaluation system to be submitted to CEB in 2009	IANWGE, UNDG IANWGE IANWGE United Nations organizations and their respective governing boards

Direction III.C-2 The United Nations development system to enhance the effectiveness of gender specialist resources, gender focal points, gender theme groups (see para. 60)	**Action III.C-2** Updating of United Nations system tools and resources on gender issues such as: Resource Guide for Gender Theme Groups; training modules on gender mainstreaming for country teams; international roster of gender specialists	**Target III.C-2** • Resources and tools updated and disseminated system-wide by end 2009 • Feasibility study on the development of system-wide training modules and courses for gender experts and gender focal points by end 2008	UNDG United Nations development system United Nations Systems Staff College (UNSSC) International Training Centre/ International Labour Organization IANWGE
Direction III.C-3 Organizations of the United Nations development system to improve their institutional accountability mechanisms on gender equality (see paras. 61-63)	**Action III.C-3** See Action III.C-1 Improve accountability by operationalizing UNCT Performance Indicators (Scorecard) for Gender Equality and Women's Empowerment and UNDG Users' Guide/self-assessment tool for UNCTs	**Target III.C-3** See target on reporting (III.C-1) • UNDAFs have gender and related indicators at outcome level • Finalization of the Scorecard by mid-2008 by UNDG and initiation of rollout in countries developing their UNDAFs from 2008 onwards • UNCTs report substantively on gender equality and women's empowerment in RC annual reports and performance appraisal mechanisms. This reporting is duly analysed in the synthesis of RC annual reports	United Nations organizations and their respective governing boards UNDG UNCTs/resident coordinators (RCs)

Direction III.C-4 Organizations of the United Nations system to take a coherent and coordinated approach in their work on gender-related issues and to share good practices, tools and methodologies (see para. 65)	**Action III.C-4** (a) IANWGE and UNDG to facilitate system-wide sharing of information on good practices, tools and methodologies on gender (b) Ensure close links between the work of CEB, IANWGE and UNDG on gender equality (c) Implementation of UNDG action learning pilot project to support UNCTs in coordinated and holistic programming for gender equality	**Target III.C-4** • Strengthened system-wide coordination on gender and women's equality through IANWGE and UNDG • Improved system-wide support to coordinated programming on gender equality	IANWGE UNDG UNCTs
Direction III.C-5 Organizations of the United Nations development system to continue efforts to achieve gender balance in appointments within the United Nations system for positions that affect operational activities for development, including appointments of resident coordinators and other high-level posts (see para. 66)	**Action III.C-5** Organizations of the United Nations system will seek out more qualified women candidates considering equitable geographical representation, and make available their best female candidates for RC positions	**Target III.C-5** • Increased appointments of women in the United Nations development system, with target of achieving 50% at all levels, particularly for senior posts (D-1 above), while ensuring regional diversity	United Nations system organizations

Key result area
Section III.D: Transition from relief to development

Guiding principles

- The United Nations development system has a vital role to play in situations of transition from relief to development (para. 68) under national ownership. It responds to countries affected by disaster or conflicts in support of national priorities, while recognizing the differences in these situations (see para. 69)
- An effective and responsive resident coordinator/humanitarian coordinator system has an important role to play in situations of transition from relief to development (see para. 76)
- The importance of exchange of expertise and experiences among countries of the South (see para. 79)
- Need for adequate, predictable and timely funding (see para. 83)

Policy directions	*Actions*	*Target/benchmarks/time frame*	*Lead/action by*
Direction III.D-1 The United Nations system to contribute to the development of national capacities to manage the transition process (see para. 67) The United Nations system to tailor support to country-specific needs and to effectively support early recovery (see paras. 70, 78) The United Nations system organizations to support national capacity-building efforts and report on their activities to their respective governing bodies (see para. 72) Begin planning the transition to development and taking measures supportive of that transition from the beginning of the relief phase (see para. 81)	**Action III.D-1** (a) Increase support, on a predictable and sustainable basis, to RCs and UNCTs in transition countries, to ensure proper planning and coordination capacity (b) Continue using the Post-Conflict Needs Assessment (PCNA) toolkit in support of nationally defined priorities, in partnership with the World Bank, with focus on development of national capacities (c) Develop a post-disaster needs analysis (PDNA) methodology (d) Further strengthen timeliness and quality of early recovery support	**Target III.D-1** • United Nations RCs/ Humanitarian Coordinators (HCs) provided with appropriate and timely support on a predictable and sustainable basis • By 2009, PCNA and PDNA toolkits, including capacity assessment being fully utilized as common instruments of the United Nations system, including the World Bank, in working with national and other partners • Methodology developed mid-2009	United Nations development system: UNDG Executive Committee on Humanitarian Affairs (ECHA) World Bank

Direction III.D-2 Strengthen interdepartmental and inter-agency coordination (see para. 71), including improved coordination and joint response by the United Nations system and the Bretton Woods institutions (see para. 73)	**Action III.D-2** (a) Strengthen cooperation with inter-agency forums and Secretariat bodies towards integrated planning and operations (b) Further develop United Nations/World Bank agreement on principles and tools of collaboration and on use of financial rules and regulations	**Target III.D-2** • Improved coordination of support provided by different bodies to UNCTs • Finalized agreements with the World Bank by end of 2008	UNDG-ECHA United Nations system UNDG, World Bank
Direction III.D-3 Improve the effectiveness of resource mobilization for transition from relief to development (see para. 75)	**Action III.D-3** Continue advocacy efforts with Member States to ensure timely and appropriate funding for transition/early recovery, and strengthen responsiveness of existing funding tools, such as multi-donor trust funds (MDTFs) and transitional appeals	**Target III.D-3** • MDTFs and transitional appeals made more timely • Awareness of donor countries on the need for increased and timely fund-raising	UNDG, ECHA
Direction III.D-4 Harmonize data collection and information management during the transition phase; make information available to Member State concerned (see para. 77)	**Action III.D-4** UNDG to continue to facilitate the establishment of harmonized procedures, including on data collection and information management system-building on systems in place at emergency phase	**Target III.D-4** • United Nations system in transition countries have a common database and information system accessible to host countries	United Nations system UNDG-ECHA

Direction III.D-5 The United Nations development system, to take into account the advisory role that the Peacebuilding Commission (PBC) can play in relation to peacebuilding and recovery strategies (see para. 80)	**Action III.D-5** UNDG to continue fostering the partnership with Peacebuilding Support Office (PBSO), in particular on the development of assessment and planning tools and methodologies; collection, review and dissemination of lessons learned and good practices; and in supporting UNCTs in preparing submissions to PBSO	**Target III.D-5** • Mechanisms established within 2008-2010 to link the work of UNDG and PBC	UNDG ECHA PBSO
Direction III.D-6 The resident coordinator system and the United Nations country teams to promote the inclusion of prevention strategies in national development plans (see para. 84) Relevant United Nations organizations to integrate disaster risk reduction (DRR) into their respective activities (see para. 85)	**Action III.D-6** (a) UNDAF guidelines to include DRR and guidance on the Hyogo Framework of Action and to strengthen conflict sensitive process in UNDAF preparations (b) UNDG and the International Strategy for Disaster Reduction (ISDR) will provide guidance and develop training to UNCTs and RC/HC offices on DRR	**Target III.D-6** • Set of methods and tools for further implementing DRR in country level programme and national policies developed tested and disseminated by 2009	UNDG-ISDR

Focus area
Section IV: Improved functioning of the United Nations development system

Key result area
IV.A. Coherence, effectiveness and relevance

Guiding principles

National ownership and leadership

- Ownership, leadership and full participation of national authorities in all planning and programming processes are key to guaranteeing that they respond to national development plans and strategies (see para. 86); United Nations system frameworks need to be fully aligned with national development planning cycles, and strengthen national capacities (see para. 88)

United Nations Development Assistance Framework

- UNDAF and its results matrix as the collective, coherent and integrated programming and monitoring framework for the United Nations system country-level operations (see para. 87)

Resident coordinator system

- Central role of the resident coordinators in coordination of United Nations operational activities for development at the country level (see para. 90); resident coordinator system, within the framework of national ownership, as a key instrument for the effective and efficient functioning and coordination of the United Nations system at the country level (see para. 91)
- The resident coordinator system is owned by the United Nations development system as a whole; participatory, collegial and accountable nature of its functioning (see para. 89)
- Management of the resident coordinator system firmly anchored in the United Nations Development Programme (see para. 104)
- Programme countries should have access to full range of mandates and resources of the United Nations development system (see para. 101)
- Coordination activities, while beneficial, represent transaction costs that are borne by both programme countries and the United Nations system organizations (see para. 93)

The United Nations system and the Bretton Woods institutions

- Ensure, under the leadership of national authorities, greater consistency between the strategic frameworks developed by the United Nations system agencies, funds and programmes and the Bretton Woods institutions (see para. 100)

Policy directions	*Management actions*	*Targets/benchmarks/time frame*	*Action by*
Direction IV.A-1 The United Nations system to use UNDAF and its results matrix as the common programming tool for country-level contributions of the funds and programmes towards the achievement of the internationally agreed development goals (see para. 86) The United Nations system to fully utilize opportunities (based on UNDAF) for joint initiatives and joint programming (see para. 87)	**Actions IV.A-1** (a) UNCTs to ensure that country processes are based on UNDAF guidelines, regarding: • National ownership • Alignment with national priorities and with national planning cycles and processes (b) UNCTs will, at the request of national governments, work to minimize programme documentation burden in implementing UNDAF (c) Measures are undertaken to ensure internal alignment within the United Nations development system of country-level development assistance plans/frameworks supported by the United Nations development system	**Targets IV.A-1** • Common country assessment/ UNDAF processes are endorsed by government and aligned with national planning cycles in programme countries • Simplification/reduced documentation in common programming activities • Alignment of all United Nations system country programming frameworks, tools and processes with UNDAF	UNCTs UNDG, UNCTs United Nations development organizations RCs/UNCTs
Direction IV.A-2 The resident coordinator, supported by the United Nations country team, to report to national authorities on progress made against UNDAF (see para. 96)	**Actions IV.A-2** UNDG will develop a results-based planning, monitoring and reporting tool that RCs can use to report to Government on progress in UNDAF results and use of resources; an interim reporting approach will be developed for programme country pilots	**Targets IV.A-2** • Reporting tool piloted in 2008	UNDG

Direction IV.A-3	**Action IV.A-3**	**Targets IV.A-3**	
The United Nations system to provide further financial, technical and organizational support for the resident coordinator system (see para. 92)	(a) Pursue further measures to strengthen RC/UNCT accountability system (update of RC job description, guidance on working relationships, regional support mechanisms) (b) Strengthening of UNDG quality support and assurance mechanism for country programming processes	• RCs/UNCTs have improved tools and clearer guidance on accountability framework by mid-2009 • RCs/UNCTs have access to increased substantive and strategic planning and programming support through regional directors/management teams and UNDG quality assurance and support mechanism, especially for 2008-2010 UNDAF rollout countries	• UNDG • United Nations development organizations
The Secretary-General to report on an annual basis to the Economic and Social Council on the functioning of the resident coordinator system (see para. 93)		• Increased contributions to RC system by United Nations development organizations • Annual report to the Economic and Social Council	Department of Economic and Social Affairs, UNDP/UNDG
Direction IV.A-4	**Action IV.A-4**	**Targets IV.A-4**	
UNDP to appoint country directors to run its core activities (see para. 105)	Appointment of additional UNDP country directors in relevant programme countries with clear delineation of responsibilities vis-à-vis the Resident Representative/ Resident Coordinator	• 50 country director posts in place by end 2010	UNDP
Direction IV.A-5	**Actions IV.A-5**	**Targets IV.A-5**	
The Administrator of UNDP: (a) To ensure that the cost of the resident coordinator system does not reduce resources for development programmes			Administrator/UNDP
(b) To ensure, where possible, that cost savings will accrue to development programmes (see para. 104)	Develop an inter-agency policy on retention of savings resulting from reduction in transactions and overhead costs for use in development programmes in programme countries	• Inter-agency policy on retention and reprogramming for development of savings resulting from reduction in transaction and overhead costs developed by the end of 2008, and presented to relevant intergovernmental bodies by end 2009	UNDG

Direction IV.A-6 The United Nations system to improve the selection and training process of resident coordinators, and the Secretary-General to report on this subject to the Economic and Social Council in 2009 (see para. 94)	**Action IV.A-6** (a) Establish inter-agency project to proactively identify potential RC/HC candidates at mid-career stage for guided career development, including inter-agency exchange (b) Continue development and implementation of RC training programmes supported by specialized agencies, and monitor effectiveness (c) Report on improvement in selection and training of RCs	**Targets IV.A-6** • System for recruitment, selection and training of RCs enhanced, results of which are monitored/assessed • Report to the Economic and Social Council as part of the report on the resident coordinator system	UNDG/UNDP United Nations development system UNDG Department of Economic and Social Affairs/UNDP
Direction IV.A-7 The Secretary-General to improve the transparency and competitiveness of the recruitment processes for senior high-level posts in the United Nations system, and through CEB, to harmonize recruitment processes for senior officials by 2009 (see para. 102)	**Actions IV.A-7** CEB/HLCM to decide on approach to introduce a harmonized senior/high-level staff selection process, building on inter-agency experience with RC selection	**Target IV.A-7** • By end 2009, harmonized recruitment process for senior officials with wider pool of candidates, and improved transparency and competitiveness considering improved balance in gender and geographical distribution	The Secretary-General through CEB, specialized agencies, funds and programmes
Direction IV.A-8 The strategic plans of funds and programmes should be guided by the comprehensive policy review (see para. 97)	**Action IV.A-8** (a) The executive heads of the funds and programmes, when submitting planning documents and reports to their respective boards, to establish references to implementation of relevant provisions of resolution 62/208	**Targets IV.A-8** • Strategic planning documents and corresponding progress reports of funds and programmes are systematically linked to the triennial comprehensive policy review resolutions	United Nations system organizations (executive heads of the funds and programmes, governing bodies)

The Secretary-General should report to the General Assembly at its sixty-third session on the implications of aligning the strategic planning cycles with the comprehensive policy review and on changing the review from a three-year to a four-year cycle (see para. 98)	(b) Consultations with funds and programmes on cycle review; analytical work on implications of cycle change	• Report by the Secretary-General to the General Assembly at its sixty-third session	United Nations Secretariat (Department of Economic and Social Affairs) in collaboration with United Nations system
Direction IV.A-9 The United Nations system and the Bretton Woods institutions to explore further ways to enhance cooperation, collaboration and coordination (see para. 100)	**Action IV.A-9** CEB to develop approaches and measures for enhancing cooperation, collaboration and coordination with the Bretton Woods institutions aimed at greater synergy, alignment and harmonization in strategic frameworks and programming processes under national leadership	**Targets IV.A-9** • United Nations-World Bank agreements on enhancing country-level coordination and cooperative approaches/modalities in country programming	United Nations system CEB
Direction IV.A-10 Programme countries should have access to the full range of resources of the United Nations system (see para. 101)	**Action IV.A-10** (a) Monitor and assess the progress in implementation of the 2007 UNDG "Non-Resident Agencies (NRAs) implementation plan" with a view to full implementation (b) United Nations development organizations and RCs to pursue further initiatives to enhance and promote relevant participation of non-resident and specialized agencies in country programming processes. See also Action I-5	**Target IV.A-10** • Increased and expanded participation of United Nations development system agencies, including non-resident and specialized agencies in country programming processes, as requested by national governments • Appropriate representation arrangements agreed by United Nations development organizations with resident coordinators at country level	United Nations development system (UNDG, HLCM) United Nations development organizations RCs

Direction IV.A-11 The United Nations system to be invited to participate, ex officio, in current and new aid modalities and coordination mechanisms, at the request of the programme country (see para. 103)	**Action IV.A-11** (a) UNDG to develop further guidance to RCs and UNCTs (b) RCs and UNCTs to engage in dialogue with national governments on United Nations system participation in cooperation and/or partnerships within sector-wide approaches, direct budget support, and other programme-based country cooperation in accordance with respective mandates of UNCT members	**Targets IV.A-11** • United Nations development system participation ex officio in sector-wide approaches, and other programme-based approaches, and in the coordination mechanisms in programme countries, as requested by national governments	UNDG UNCT/RCs
Key result area **Section IV.B. Regional dimensions**			
Guiding principles • Interregional, regional and subregional cooperation contributes to addressing development challenges related to the achievement of internationally agreed development goals, including the Millennium Development Goals (see para. 106) • The United Nations development system should align regional technical support structures and the regional bureaux (see para. 109)			
Policy directions	*Actions*	*Target/benchmarks/time frame*	*Action by*
Direction IV.B-1 Entities of the United Nations system at the regional level to intensify their cooperation and coordination (see paras. 108, 110) Regional Commissions to further develop their analytical capacities to support country-level development initiatives and more intensive inter-agency collaboration at the regional and subregional levels (see para. 108)	**Action IV.B-1** (a) CEB to take up regional dimensions of system-wide coordination on the basis of a CEB mapping exercise (b) RDTs/RMTs to develop clear annual workplans in providing coherent technical support to and oversight of RCs/UNCTs, including increased collaboration with regional commissions in common country assessment/ UNDAF processes, as appropriate	**Target IV.B-1** • Regional director teams (RDTs)/regional management teams (RMTs) have well-defined roles, including effective, inclusive and efficient modalities of coordination, reflected in annual workplans; RDT/RMT membership is linked to key functions • Increased participation of regional commissions in country level analytical work, including common country assessments	UNDG (RDTs/RMTs) United Nations regional commissions, United Nations system agencies

The United Nations development system to intensify cooperation with regional and subregional intergovernmental organizations and regional banks (see paras. 107, 110) Align regional technical support structures and the regional bureaux and identify appropriate mechanisms at the subregional level, where appropriate (see para. 109)	(c) Regional commissions and other United Nations regional offices to strengthen their regional cooperation through regional coordination mechanisms and increase cooperation with non-United Nations organizations and regional development banks through joint activities and/or co-financing	• Clear plans for increased joint initiatives/collaboration between regional United Nations and non-United Nations entities	Regional commissions, United Nations agency regional offices
Key result area **Section IV.C. Transaction costs and efficiency**			
Guiding principles • Reform should make the United Nations development system more efficient and effective in its support to developing countries achieving the internationally agreed development goals (see para. 9) • The Secretary-General, through CEB and UNDG, to make efforts to enhance the coherence, effectiveness and efficiency of the United Nations development system (see para. 12) • Principles of full cost recovery (see para. 117); core resources should not subsidize the projects undertaken through non-core/supplementary extrabudgetary contributions (see para. 116) • The United Nations funds and programmes and specialized agencies to harmonize and simplify rules and procedures wherever it can reduce significantly the administrative and procedural burden on the United Nations organizations and national partners (see para. 113)			
Policy directions	*Management actions*	*Targets/benchmarks/time frame*	*Action by*
Direction IV.C-1 United Nations system executive boards and governing bodies to assess progress in the area of simplification and harmonization and report to the Economic and Social Council annually (see para. 112)	**Action IV.C-1** Executive heads to present reports to governing bodies assessing progress in the area of simplification and harmonization	**Target IV.C-1** • Conference room paper submitted to the Economic and Social Council in 2008 • Annual report to the Economic and Social Council at its substantive session starting in 2009	United Nations system executive heads/boards Department of Economic and Social Affairs

Direction IV.C-2 Strengthen national capacities and reduce transaction costs (see para. 119)	**Action IV.C-2** (a) Increase use of national public and private systems for support services, including for procurement, security, information technology, telecommunications, travel and banking (see para. 119), using HACT as entry point where appropriate (b) Avoid or significantly reduce the use of parallel project implementation units	**Target IV.C-2** • Programme countries are assisted in analysing national systems and preparing a plan to bring them to international standards • The use of parallel implementation units is reduced on a year-on-year basis	United Nations system UNCTs United Nations system
Direction IV.C-3 Continue to develop harmonized approaches (see para. 121)	**Action IV.C-3** (a) Continue and further develop CEB plan of action for the harmonization and reform of business practices, including in the area of: *Finance and audit* • Adoption of International Public Sector Accounting Standards (IPSAS) (see para. 121) • Standardization of audit definitions and ratings (see para. 121): HLCM to review feasibility and possible mechanisms for standardization of audit definitions and ratings within the broader context of internal control and risk management frameworks	**Target IV.C-3** • HLCM plan launched and progressively implemented according to time frames and deadlines set up in the Plan for harmonization of relevant processes in the area of human resource management, financial management, knowledge and information sharing, information and communications technology and procurement • IPSAS adopted system-wide by 2010	HLCM HLCM UNDG-HLCM/RIAS

	Operations and administration • Enterprise resources planning systems, administration, procurement, security, information technology, telecommunications, travel and banking (see para. 121) *Human resource management* (b) Identify critical operational policies, procedures and practices that prevent United Nations entities from working efficiently together at the country level and take action on the ones identified as possible quick wins, including by identifying lessons learned based on programme country pilots	• Financial regulations and rules, policies and procedures harmonized,[a] among the United Nations system funds and programmes and the United Nations Secretariat (December 2009), to be progressively extended to specialized agencies • ICT Common Directory piloted (2008) and cost-benefit assessed (2009) • Three to five operational processes in each key area identified and resolved by end-2009	UNDG/HLCM UNDG/HLCM
Direction IV.C-4 Reduce United Nations overhead and transaction costs for national Governments (see paras. 118 and 120)	**Action IV.C-4** (a) Rationalize country presence through common premises and co-location, implement the joint office model, and expand common shared support services and business units, where appropriate (see para. 120) (b) Assess and revise ongoing efforts to rationalize physical presence and support services in various types of country situations (c) Conduct country activities jointly, e.g. joint missions, analytical work, evaluations (see para. 118)	**Target IV.C-4** • All UNCTs have in their workplans identified priorities for reducing overhead and transaction costs • Action plan for radical simplification of business processes and provision of shared support services in countries with small United Nations presence is agreed by end 2009	UNDG/UNCTs UNDG United Nations development organizations

Direction IV.C-5 Reductions in transaction and overhead costs to accrue to development programmes in programme countries (see para. 114)	**Action IV.C-5** See IV.A-5	**Target IV.C-5** See IV. A-5	See IV. A-5
Direction IV.C-6 Core resources should not subsidize projects undertaken through non-core/supplementary/ extrabudgetary funding (see para. 116)	**Action IV.C-6** (a) See Action II.A-2 (b) Further standardize and harmonize the concepts, practices and cost classifications related to transaction costs and cost recovery (see para. 117)	**Target IV.C-6** • Proposal developed on harmonized cost-recovery approaches (for approval by relevant governing boards)	UNDG/HLCM
Direction IV.C-7 Secretary-General to submit to the Economic and Social Council in 2008 a programme of work for the implementation of the above actions to be completed before the end of 2010 (see para. 122)	**Action IV.C-7** See relevant portion of management plan above. See also Action IV.C-1. The feasibility of submitting a fuller version of this programme of work, especially with the requested detail and within the indicated deadline, will depend on the actual time frame for the launch, funding and implementation of the HLCM plan of action for the harmonization of business practices. This is still to be determined at this stage	**Target IV.C-7** • A rolling United Nations system workplan on United Nations system simplification and harmonization presented to the Economic and Social Council by 2010 • UNDG/HLCM workplan on joint initiatives on quick wins ready by end 2008	HLCM/UNDG United Nations Secretariat
Key result area **Section IV.D. Country-level capacity of the United Nations system**			
Guiding principles • Range and level of skills and expertise at the country level to be commensurate with that needed to deliver on the priorities specified by each country (see para. 123) • Importance of the use of national professional staff and national consultants (see para. 127)			

Policy directions	*Actions*	*Target/benchmarks/time frame*	*Action by*
Direction IV.D-1 United Nations staff to have the skills and expertise for effective management, policy advisory and other capacity development work (see para. 124) Adopt comprehensive policies and strategies for human resources and workforce planning and development and, in this regard, the Secretary-General to report on identifying human resource challenges at the country level (see para. 125)	**Action IV.D-1** (a) As part of UNDAF preparations, UNCTs to assess capacity available to them (in country, from regional support units, from Headquarters, etc.) to implement UNDAF. Outcome of capacity assessment to be discussed as part of an inter-agency high-level review as a basis for development of long-term human resource strategies to equip United Nations with necessary staff skills (b) Further development/improvement of staff performance appraisal system, including for RCs	**Target IV.D-1** • Gap analysis on the human resource capacity completed in countries volunteering to do so by end 2009 • Long-term human resource strategies developed by 2009, including improvements in performance appraisal system • Secretary-General's report to the Economic and Social Council in 2009	UNCTs UNDG/HLCM UNDG/HLCM Department of Economic and Social Affairs, UNDG, HLCM
Direction IV.D-2 Intensify efforts related to inter-agency staff mobility, re-profiling and redeployment of staff, as well as training and skills upgrading (see para. 126)	**Action IV.D-2** (a) United Nations System Staff College (UNSSC) in coordination with HLCM to develop senior staff capacities through senior management network and leadership development programme (b) Intensify the effort by CEB/HLCM towards harmonized United Nations system-wide human resource policy (see para. 126)	**Target IV.D-2** • Increased investment by United Nations organizations in training; increase in system-wide participation in UNSSC training courses • Full compliance with the Inter-Agency Mobility Accord and increase in the number of parties to the Accord See IV.C-3	UNSSC United Nations development system CEB (HLCM) United Nations organizations

Direction IV.D-3 Promote/develop/support knowledge management systems, enabling programme countries to avail themselves of expertise and knowledge, including at the regional level and from non-resident agencies (see para. 128)	**Action IV.D-3** CEB to formulate a system-wide policy and strategy on knowledge management, ensuring full access by programme countries to available resources within the United Nations system	**Target IV.D-3** • System-wide policies and strategy on knowledge management system in place by 2009	CEB (UNDG/HLCP/HLCM)
Key result area **Section IV.E. Evaluation of operational activities for development**			
Guiding principles • Greater ownership and leadership of programme countries in the evaluation of assistance (see paras. 129, 135) • Endorsement of UNEG norms and standards for evaluation by the United Nations system as a contribution to strengthening the evaluation function (see para. 130); independence and impartiality of evaluation (see para. 133) • Assess effectiveness of operational activities by their impact on the poverty eradication efforts, economic growth and sustainable development (see para. 134)			
Policy directions	*Actions*	*Target/benchmarks/time frame*	*Action by*
Direction IV.E-1 Strengthen evaluation capacities in programme countries (see para. 129); with full participation and leadership of recipient Governments in country-level evaluation of UNDAFs (see para. 135)	**Action IV.E-1** (a) UNDAF processes to include measures to strengthen national evaluation capacities, where relevant (b) UNDAF evaluation guidelines to stress joint United Nations/ Government end-of-cycle evaluations	**Target IV.E-1** • Programme countries supported by UNCTs in evaluation capacity development, where relevant, including through UNDAF evaluations with strong participation by national Governments	UNDG

Direction IV.E-2 The Secretary-General to continue to assess the effectiveness of the operational activities for development of the United Nations development system and report in the next comprehensive policy review (see para. 131)	**Action IV.E-2** (a) UNDG, HLCP and HLCM to keep under review the impact on development arising from ongoing reform efforts (b) UNEG to establish a common framework, evaluation benchmarks, and approaches to assess United Nations system effectiveness and measure United Nations development impact based on paras. 7 and 134 of resolution 62/208	**Target IV.E-2** • Secretary-General's report on the next triennial comprehensive policy review • Framework, benchmarks and approaches for evaluation of United Nations system effectiveness and impact developed for adoption by HLCP/UNDG, by 2009	UNDG/HLCP/HLCM Department of Economic and Social Affairs UNEG HLCP/UNDG
Direction IV.E-3 Strengthen evaluation activities across the United Nations development system with focus on results (see paras. 132, 138); develop further guidance and oversight mechanisms for assessing UNDAFs (see para. 136); promote a culture of evaluation (see para. 138)	**Action IV.E-3** (a) UNDAF evaluation guidelines updated to reflect focus on development results with emphasis on capacity development and the effective use of results matrix in this regard (b) Pursue inter-agency collaboration in joint evaluations of UNDAFs wherever appropriate and feasible; ensure RDT/RMT establish the necessary quality support and assurance mechanism for UNCTs (c) Adopt policies on evaluation consistent with UNEG norms and standards (for organizations that have not done so) (see para. 137) (d) United Nations development organizations to take steps towards establishing and/or strengthening distinct independent evaluation functions within their systems	**Target IV.E-3** • Evaluability of UNDAFs with focus on development results, especially joint results, ensured • UNDAF evaluation guidelines updated by end-2008 • Evaluation policies and practices of all United Nations organizations are aligned with UNEG evaluation norms and standards by 2009 • Evaluation functions clearly defined within all United Nations development organizations with endorsement by their governing bodies	UNDG United Nations organizations United Nations organizations and their governing bodies

	(e) HLCM to define approach to strengthen evaluation across the system		HLCM
Direction IV.E-4 Support "programme country pilots" countries to evaluate and exchange their experiences; need for independent evaluation of lessons learned from such, efforts for consideration by Member States (see para. 139)	**Action IV.E-4** (a) Provide support to Governments and UNCTs of "programme country pilots" to exchange information on experiences and lessons learned, and to draw guidance to the future evolution of the "programme country pilots" (b) UNEG is completing an evaluability study of the "programme country pilots" as requested by CEB. (Further guidance will be sought from Member States on the decision to conduct an independent evaluation.)	**Target IV.E-4** • Exchange of experience and lessons learned among programme country pilots • UNEG evaluation to be completed by 2010	UNDG, Department of Economic and Social Affairs UNEG

Focus area
Section V. Follow-up

Policy directions	*Actions*	*Targets/benchmarks/time frame*	*Action by*
Direction V-1 Develop, through consultation with funds, programmes and specialized agencies, an appropriate management process, for the full implementation of the present resolution (see para. 141) The governing bodies of funds, programmes and specialized agencies to take appropriate actions for the full implementation of triennial comprehensive policy review 2007 (see para. 140)	**Action V-1** (a) Conduct analytical work and consultations to prepare reports on the management process and its implementation (b) Executive heads of United Nations system entities to submit a yearly report to their governing bodies on measures to implement resolution 62/208 (see para. 140)	**Target V-1** • Reports submitted to the Economic and Social Council on management process for implementation of the triennial comprehensive policy review (2008) and follow-up reports (2009, 2010) • Annual reports by the funds and programmes to the Economic and Social Council include appropriate reflections on implementation of resolution 62/208	Department of Economic and Social Affairs Funds, programmes and specialized agencies and their governing bodies UNDG, HLCM, HLCP

The Secretary-General to submit to the Economic and Social Council, in 2009 and 2010, detailed reports on follow-up to resolution 62/208 (see para. 142)	(c) United Nations funds and programmes to include in their annual reports to the Economic and Social Council information on their implementation of the triennial comprehensive policy review		
Direction V-2 The Secretary-General to submit to the General Assembly at its sixty-fifth session, through the Economic and Social Council, a comprehensive analysis of the implementation of the present resolution in the context of the triennial comprehensive policy review, and to make appropriate recommendations (see para. 143)	**Action V-2** Conduct analytical work and appropriate consultations to prepare the report	**Target V-2** • Reports to the Economic and Social Council and the General Assembly (sixty-fifth session), respectively	Department of Economic and Social Affairs Funds, programmes and specialized agencies and their governing bodies UNDG, HLCM, HLCP